


Analysis of Talent Management Implementation at the Domestic Policy Strategy Agency and the Ministry of Home Affairs

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Article Info	ABSTRACT
Keywords: Talent and Performance Management	Talent management is basically a model of HR development based on talent. The implementation of talent management at BSKDN, especially UKE-1 Kemendagri, is still faced with several problems. This study aims to determine and analyze the implementation of talent management, obstacles and efforts to improve talent management in supporting the performance of BSKDN Kemendagri (UKE-I). This study was conducted with a qualitative approach that is descriptive in nature with a post-positivist approach design, namely a modification of the positivist approach. The informants in this study numbered 7 people. The results of the study concluded, namely: (1) Analysis of Efforts to Implement Talent Management at BSKDN and Kemendagri still requires improvement. Placement of HR is still not fully in accordance with the principles of optimal talent management. Many HR cannot channel their talents completely because they do not match the job formation they hold, because they are influenced by the procurement of job formation needs that limit employees in showing their talents. (2) Analysis of Inhibiting Factors in the Implementation of Talent Management at BSKDN and Kemendagri, including there is still coercion in the placement of HR that does not match the competencies they have and in the procurement of formations it is sometimes forced and the job formations that are opened do not always match the needs of the work unit. (3) Efforts that need to be made to support the Implementation of Talent Management at the BSKDN Ministry of Home Affairs are to make improvements through the realization of Smart ASN by building employee character that upholds integrity, works professionally, has a spirit of nationalism, and has a global perspective.
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INTRODUCTION

Talent management is an effort to manage a person's talent so that it can be discovered immediately. Therefore, the acceleration of talent development can be done because the demands and changes of the current era cannot be avoided. In fact, humans are born to make something better, to encourage this effort, constructive changes are needed. There are still many parties who are accustomed to the comfort zone. Therefore, this attitude must be changed immediately because if not, it will be crushed by the changes of the times.

The Domestic Policy Strategy Agency (BSKDN) is one of the Echelon Work Units (UKE-I) at the Ministry of Home Affairs. BSKDN itself, in accordance with Permendagri No. 137 of

2022 concerning the Organization and Work Procedures of the Ministry of Home Affairs, has the task of formulating, compiling and providing recommendations for policy strategies in the field of domestic government in accordance with the provisions of laws and regulations. BSKDN has a strategic task so that it can become a mainstay for strategic policy designers in the scope of the central and regional governments as well as the scope of the Ministry of Home Affairs itself which can assist UKI I of the Ministry of Home Affairs and other stakeholders in dealing with the dynamics of domestic government administration both at the central and regional levels in the field of policy.

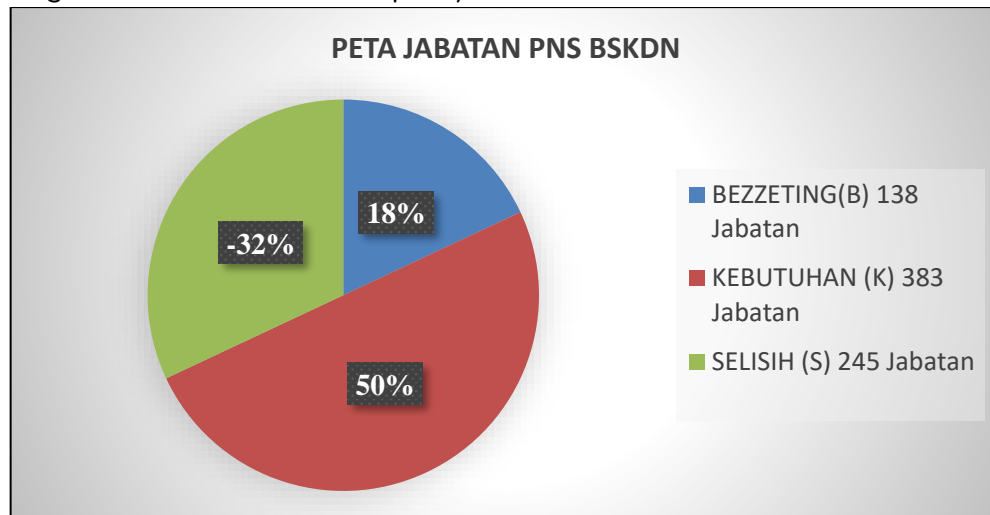


Figure 1.6 BSKDN 2025 Civil Servant Position Map Graphic

Source: Data processed by the author from SDMO BSKDN, 2025

According to Figure 1.2 presented above, it can be described that there are still many vacant positions because some have retired or moved, here we can see the gap between generations in the organization because some employees have entered retirement. The implementation of talent management at BSKDN Kemendagri, is still faced with several problems, such as: there is still a gap between generations in the organization because some employees have entered retirement or generational differences, lack of attention in managing critical job maps, employee placement that is not in accordance with their competencies, lack of employee integrity in being accountable for their work results and the implementation of talent management, especially in the Ministry of Home Affairs, is still not optimal in its implementation.

Apart from that, other obstacles that prove that the implementation of talent management at the Ministry of Home Affairs, especially at BSKDN, has not been optimally implemented, can also be proven through a temporary interview conducted by the researcher with Mr. Eko Santoso, ST, MA as a Young Expert Human Resources Analyst in the BSKDN Personnel Section on Tuesday, February 25, 2025, who gave the following statement:

"If asked about Talent Management, especially in the scope of the Ministry of Home Affairs, it has been discussed for a long time, it's just that until now we as the implementers of activities related to talent management still have no further direction in the implementation mechanism other than inputting the data requirements in the talent management application,

such as personal data, training history, SK, etc. because the coordinator of the implementation of these activities is at the Ministry of Home Affairs' Personnel Bureau."

Another problem that also occurs is that there are still employees or ASN who are still not literate in the use of electronic devices or what we often hear the term now is Gaptak (Technology Stutter), this was proven through an interview conducted by researchers with Mr. Isman, AP as the Government Administration Administrator in the BSKDN scope on Friday, March 7, 2025 who gave the following statement. namely:

Based on the initial data interview, the implementation of the succession plan related to the placement of employees in positions, especially talent management within the scope of the BSKDN Ministry of Home Affairs, has not yet fully directed at the expected talent management, especially for critical positions. Based on the description of the problem, in order to improve the aspects of career development related to talent management and to realize an effective merit system, which is based on competence, performance, and qualifications, without discrimination, it is necessary to identify employee profiles including employee potential, competence and qualifications as the basis for placing employees in a position and career development planning to develop ASN competence. This concept will later continue to refer to the talent management concept that has been outlined in Permen PAN-RB No. 3/2020. This refers to the mapping of the 9 box talent matrix which is a tool used by organizations to evaluate and map their employees.

Basically, this research was conducted with the intention of knowing how the implementation, obstacles and efforts made to improve talent management in supporting performance at BSKDN and Kemendagri. The objectives of this research are as follows: To understand, know and analyze the implementation of talent management at BSKDN and Kemendagri; To identify inhibiting factors that affect the implementation of talent management at BSKDN and Kemendagri; To find out efforts to support the implementation of talent management at BSKDN and Kemendagri.

METHOD

The method used in this study is descriptive research with more descriptive nature from the results of interviews and observations. The data obtained will be analyzed qualitatively and described in descriptive form. With this qualitative approach, researchers conducted direct observations at the research location, namely BSKDN Kemendagri and the Bureau of Personnel of the Ministry of Home Affairs which aimed to interview research informants (members of the organization) who knew about the focus of the problem being studied and see the facts that occurred regarding the role of organizational culture in order to analyze the application of talent management in the work environment of the Ministry of Home Affairs.

In this study, the researcher used a qualitative approach to primary and secondary data, which the researcher then revealed the content or meaning of the legal rules that had been determined which would be punished with the same law, different or have their own description of the legal study that had been carried out.

Data collection technique

The techniques and methods for collecting data are carried out in this study, namely:

1. Observation

Observation is a data collection technique or observation that can be done in a participatory or non-participatory manner. To perfect the observation activity, the researcher must follow the daily activities carried out by the informant for a certain time, pay attention to what happens, listen to what is said, ask interesting information, study the documents owned.

2. Interview

Interviews mean face to face between the interviewer and the respondent, and the activity is carried out verbally. So with interviews, researchers will find out more in-depth things about participants in interpreting situations and phenomena that occur, where this cannot be found through observation. Esterberg put forward several types of interviews, namely:

3. Documentation

Documentation is a record containing written statements in the form of archives such as letters, diaries and autobiographies or unwritten in the form of photos, cassettes, slides or films, both personal and official, as evidence of the information obtained to strengthen the answers to the formulation of the problem in this research.

Data source

Data sources in qualitative research can be humans, events or activities, places or locations of objects, various images and recordings or archives. The data of this research are primary data and secondary data. The technique that will be used in this research is purposive sampling.

Data analysis was carried out using the Nvivo 15 application software, through several stages of instrument testing. The latest Nvivo 15 software was released on August 27, 2024, Nvivo 15 helps researchers explore qualitative research data broadly/in-depth and the data is easy to analyze (Usman & Awaliah, 2025). Data that has been processed with the help of Nvivo 15 software is presented by researchers in the form of analysis maps or types of visualizations in the Nvivo 15 features provided (project maps, concept maps, word clouds, hierarchy charts, etc.), tables, and analysis results in narrative form.

RESEARCH RESULTS AND DISCUSSION

Analysis of Talent Management Implementation at BSKDN & Kemendagri

Researchers visualize data on the stages of talent management application analysis using the NVivo Hierarchy chart feature. A hierarchy chart is a diagram that can show hierarchical data in the form of rectangles with various sizes that show the amount of data that has been coded on nodes based on problem formulation, research operationalization, informant interview results, or from reference sources related to this research in several dimensions. This study focuses on 5 stages related to the analysis of talent management application, namely (a) Recruitment, (b) Developing, (c) Retain, (d) Talent Placement, (e). Monitoring and Evaluation. The sentence was taken through the coding process on the nodes in the interview text that had been conducted with 7 informants. The size of the hierarchy chart is based on the

frequency of the emergence of the problem during the interview as in Figure 4.3 below:

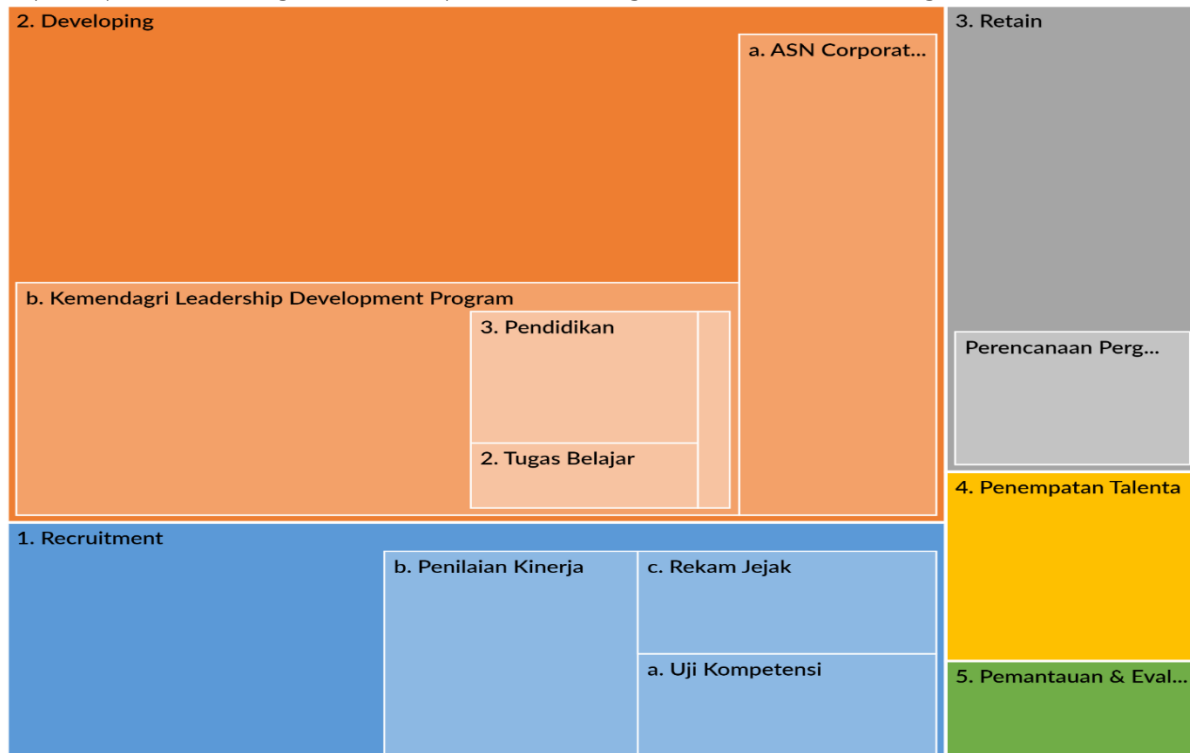


Figure 4.3 *Hierarchy chart* talent management implementation analysis stages, 2025

The results of the hierarchy chart in Figure 4.3 below show that all problem formulations have different sizes, which shows that in the application of talent management at BSKDN and the Ministry of Home Affairs, they are still focused on the process of implementing and developing talent management, all problem formulations have been discussed by informants evenly and in balance. There are no informants who dominate the interview results. This is in accordance with the dominance of letters that are often repeated by informants contained in the informant's thesis guideline document in conducting interviews.

The sentence was taken through the coding process on the nodes in the interview document that had been conducted with 7 informants. The results of the hierarchy chart show that all discussions related to the operationalization of the research have almost the same size, which shows that all of these things have been discussed by the informants evenly and in balance. This is based on the dominance of letters that are often repeated by the informants in the interview document.

It can be seen that the topic that received the largest response from the sources was Development among others. The researcher concluded that the results of the analysis above through the NVivo test on the data found in the field showed that the analysis of the implementation of the current talent management stages at BSKDN and the Ministry of Home Affairs focused on the recruitment and talent development stages in improving ASN performance, in accordance with the theory raised by (Capelli., 2018) which states that the process of managing human resources (HR) strategically to attract, develop, place, and retain potential employees. The focus is on ensuring that the company has the right talent in the

right position to achieve strategic goals and future business needs.

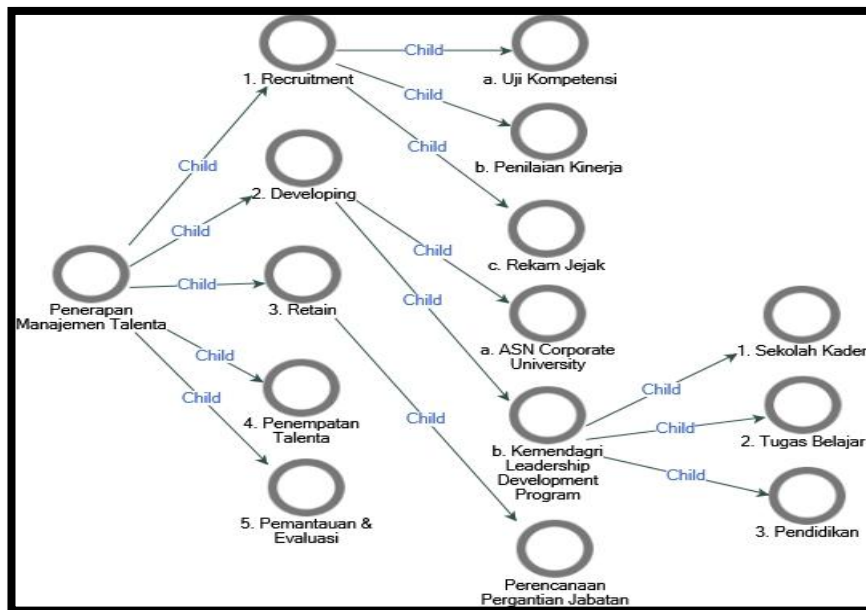


Figure 4.4 Analysis map of talent management implementation at BSKDN and the Ministry of Home Affairs

Source: Processed by Researchers Using Nvivo 15, 2025

The results of the project map presented in Figure 4.4 show that all problem formulations have a balanced number of arrow directions according to the discussion in the interview with all informants, which shows that all problem formulations have been discussed by informants evenly and in balance. This is in accordance with the dominance of letters that are often repeated by informants in the interview document.

Discussion related to the stages put forward by each informant has been presented in the project map presented in Figure 4.4 in general. While the discussion related to each problem will be presented in a simpler project map. The project map is very helpful in reading the results of the summary of interviews that have been conducted with 7 informants. The analysis will be displayed based on the dominance of letters from the results of the interviews with each informant, which are presented in a flowchart. The coding results will show the direction of the arrow which is interpreted as the relationship or correlation between the informant and the formulation of the problem being discussed.

The results of this study examine the Analysis of the Implementation of Talent Management at BSKDN and the Ministry of Home Affairs through a project map that researchers processed using Nvivo15, there are 3 dimensions according to the Theory (Capelli, 2018) which are interrelated (relationship), namely: (1) Recruitment; (2) Developing; (3) Retain.

Recruitment

Based on the research results, it is hoped that in the future employees in quadrants 2,3,4,5 and 6 will follow development through competency development, career (cadre school) and qualifications (study assignments). After following the ASN development, they

will be re-assessed to see whether they can move up to quadrants 7,8 and 9. Then employees in quadrants 7,8, and 9 (succession plan group) will immediately follow the talent pool. For employees in quadrant 1, they are usually trained and if they can no longer be trained, they will be dismissed as ASN, in the Ministry of Home Affairs so far there have never been any employees in quadrant 1 as stated in the nine box talents produced by the Ministry of Administrative and Bureaucratic Reform attached in Table 4.4 below:

Table 4.4 Talent Management Box

KINERJA	DI ATAS EKSPEKTASI	4	7	9
		<i>Kinerja di atas ekspektasi dan kompetensi rendah</i>	<i>Kinerja di atas ekspektasi dan kompetensi menengah</i>	<i>Kinerja di atas ekspektasi dan kompetensi tinggi</i>
	SESUAI EKSPEKTASI	2	5	8
		<i>Kinerja sesuai ekspektasi dan kompetensi rendah</i>	<i>Kinerja sesuai ekspektasi dan kompetensi menengah</i>	<i>Kinerja sesuai ekspektasi dan kompetensi tinggi</i>
	DI BAWAH EKSPEKTASI	1	3	6
		<i>Kinerja di bawah ekspektasi dan kompetensi rendah</i>	<i>Kinerja di bawah ekspektasi dan kompetensi menengah</i>	<i>Kinerja di bawah ekspektasi dan kompetensi tinggi</i>
		RENDAH	MENENGAH	TINGGI
		KOMPETENSI		

He explained that civil servants in quadrant 9 are prioritized to be placed in vacant positions. Before being placed in a vacant position, coaching is carried out through the provision of enrichment of duties or expansion of duties (eg: assigned as PLT, PLH and internship) to increase the skills and knowledge related to the position that the civil servant will hold. Civil servants in quadrant 9 are then re-assessed by the Performance Assessment Team to be proposed to the Personnel Development Officer (Head of the Personnel Bureau) to be appointed to the position (determined through the Decree of the Minister of Home Affairs).

This Recruitment Dimension is carried out to recruit the talents needed openly, both for fresh graduates and employees who are on a certain career path. This dimension is carried out by providing scholarships to obtain talents for public service functions that are considered very important. Scholarship recipients are bound to become public servants (government employees) for about five to seven years after completing their studies. They will be placed throughout the public service for four years.

Developing

Based on the research results, competency development in the context of talent management is an effort to fulfill competencies for talents before occupying the target position. Competency development is carried out with the aim of eliminating the competency gaps possessed by talents or providing experience for top talents who will occupy the target position.

Talent development is an important activity to improve employee performance through quality output that will be produced, which can have an impact on the quality of the organization. The Ministry of Home Affairs has formed the ASN Corporate University and the Ministry of Home Affairs Leadership Development Program has adequate facilities to carry

out employee development. However, in its implementation, employees are still less motivated in carrying out development due to incompatibility with the development method.

Retain

The Ministry of Home Affairs implements employee retention through performance income/allowances (Tunkin). However, retention through the provision of performance allowances is rather difficult to implement nationally. This is because the APBN/APBD PAD of each K/L and region are different. For example, an official is not willing to be transferred to a region with a smaller Regional Performance Allowance. So, in addition to needing to set the highest nominal, a minimum standard needs to be set. According to the current regulations, it is adjusted to the capabilities of each region. However, there are no technical guidelines that explain in detail the talent retention method, which affects its implementation, where currently the position of providing performance allowances, especially the Ministry of Home Affairs, is in Permendagri 132 of 2018 concerning employee performance allowances at the Ministry of Home Affairs which is in the process of formulating regulations due to the planned increase from 80% performance allowance to 100% performance allowance.

This retention dimension is implemented by providing a competitive salary structure, performance-based bonus, performance-based promotion, and a high wage structure. According to researchers, the talent management model implemented in the Ministry of Home Affairs is good, but still needs improvement and it is hoped that there will be improvements in the future in:

1. Mapping of civil servant competencies and performance which is only prioritized in High Leadership Positions, Administrative Positions and Functional Positions according to organizational needs;
2. It is necessary to continuously socialize the benefits and functions of talent management itself to all ASN within the Ministry of Home Affairs;
3. The Ministry of Home Affairs Talent Management Information System (SI Talent Pool) is still in the data strengthening and development stage, so it is necessary to align the talent pool mapping data with the Ministry of Home Affairs' Mobile Simpeg.

Talent Placement

Talent placement dimensions are implemented in target positions in a work unit, across work units or across government agencies based on career patterns and/or national or agency needs carried out on talents included in box IX of the Ministry of Home Affairs talent management. Talents included in boxes VII and VIII of the Ministry of Home Affairs talent management need to go through talent development stages. Placement of talents in target positions is determined by the minister/authorized official in accordance with the provisions of laws and regulations governing the authority to sign official personnel documents within the Ministry of Home Affairs.

However, in its implementation, it has not been able to meet the needs that can encourage the success of ASN performance and professionalism. This situation is caused by the placement of employees is still subjective, so there is a lack of effort to realize the principle of "The Right Man On The Right Place". Guided by this principle, it will bring the organization

to optimal work results according to the target because there is a positive relationship between employee placement and increased employee performance productivity. However, it will be a problem if this is not attempted as a basis for the placement process for employees, so that it will have a potential impact on the organization and employees.

Monitoring and Evaluation

Monitoring and Evaluation of the Ministry of Home Affairs Talent Management is carried out at all stages and scopes of the Ministry of Home Affairs Talent Management starting from talent acquisition, talent development, talent retention, and talent placement. Monitoring and evaluation are carried out by collecting data, information, and analysis related to the implementation of talent management. The results of monitoring and evaluation are used as a basis for collecting data, information, and analysis related to the implementation of the Ministry of Home Affairs talent management. The Ministry of Home Affairs talent management team submits reports on the results of monitoring and evaluation to the Minister of Home Affairs through the Secretary General of the Ministry of Home Affairs.

The results of monitoring and evaluation are taken into consideration by the Performance Assessment Team to carry out rotation, mutation and demotion of structural positions. The evaluation results are carried out at least 1 to 2 years in office. Talent evaluation is carried out by considering 3 (three) aspects of assessment as follows: talent performance achievement, talent competency improvement, and fit and proper test. Talent development evaluation is carried out by re-comparing the results of the suitability of the fulfillment of competency needs with the established job competency standards.

Analysis of Talent Management Barrier Factors at BSKDN and the Ministry of Home Affairs

The inhibiting factors that influence the implementation of talent management in the Ministry of Home Affairs, especially in the Ministry of Home Affairs' BSKDN, are the obstacles that occur in the process of implementing talent management in the Ministry of Home Affairs in producing ASN that are in accordance with the capacity to carry out their work in supporting organizational performance, and are still found to have shortcomings caused by several inhibiting factors, the researcher then maps the relationship between each of these inhibiting factors which are obtained from the results of the field interview method faced by work units within the Ministry of Home Affairs in the analysis of the implementation of talent management in BSKDN and the Ministry of Home Affairs which are processed using the NVivo 15 application, there are 4 interrelated inhibiting factors (relationship), namely: (1) MT Implementation Plan; (2) MT Policy Socialization; (3) Improving the quality of Talent; and (4) Monitoring and evaluation.

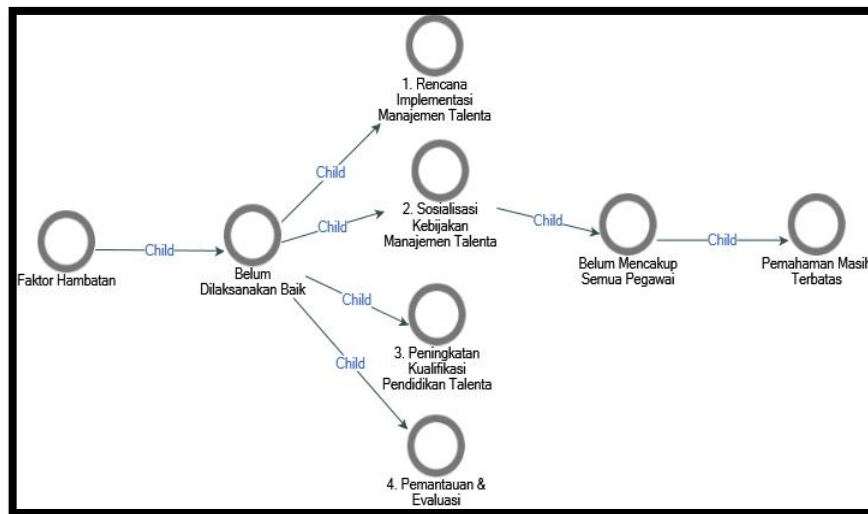


Figure 4.11 Map of analysis of factors inhibiting the implementation of talent management

Source: Processed by Researchers with Nvivo15, 2025

The project map results show that all problem formulations have a balanced number of arrow directions according to the discussion in interviews with all informants, which shows that all problem formulations have been discussed by informants evenly and in balance. This is in accordance with the dominance of letters that are often repeated by informants in the interview document.

Based on Figure 4.11, this is a picture containing information about coding produced by researchers assisted by the Nvivo15 application, from the picture above it explains how much coding is produced for each relationship between each inhibiting factor in the implementation of talent management in the Ministry of Home Affairs environment. Coding is sourced from the results of interviews between researchers and informants. The coding results obtained by researchers will be stated in the following explanatory description

1. The implementation plan for talent management within the Ministry of Home Affairs has not been implemented;

In short, the main reason why the socialization of talent management policies has not been carried out comprehensively within the Ministry of Home Affairs is due to the complexity of implementing talent management which involves many parties and stages, the need for in-depth internal coordination and understanding, as well as limitations in the mentoring mechanism and implementation priorities which are still in the acceleration process.

2. The improvement of talent education qualifications has not been implemented;

Overall, the main causes of the failure to improve educational qualifications in ASN talent management are the inequality of access to development, low initial ASN qualifications, lack of management and support for information systems, resistance to change, and the need for leadership commitment in implementing talent development programs comprehensively and sustainably.

3. Monitoring and evaluation have not been implemented properly.

Overall, the combination of lack of understanding, guidelines, coordination, resources, and policy dynamics has caused monitoring and evaluation of talent management to not be

implemented properly in government agencies, so it is necessary to carry out continuous socialization so that all civil servants in the Ministry of Home Affairs can understand the purpose of implementing talent management.

Analysis of Talent Management Implementation Efforts at BSKDN and Ministry of Home Affairs

The size of the hierarchy chart is based on the frequency of the emergence of the problem during the interview where the sentence was taken through the coding process on the nodes in the interview text that was conducted with 7 informants as attached in Figure 4.12 as follows:

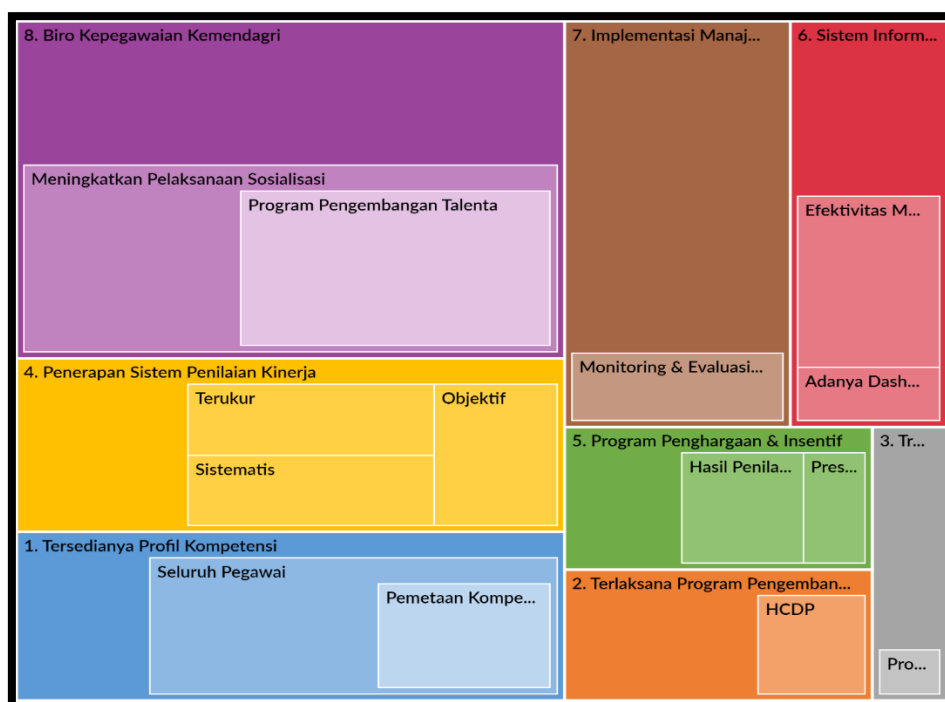


Figure 4.12 Hierarchy chart analysis of talent management implementation efforts, 2025

The results of the hierarchy chart in Figure 4.12 show that all problem formulations have different sizes, which indicates that in the application of talent management in the Ministry of Home Affairs environment there are still several inhibiting factors in the process of implementing and developing talent management, all problem formulations have been discussed by informants evenly and in balance. There is no informant who dominates the interview results. This is in accordance with the dominance of letters that are often repeated by informants in the interview documents.

Based on the hierarchy chart image above, it has a different portion of words. It can be seen that the topic that received the largest response from the resource person was the Personnel Bureau in this case as the coordinator of the implementation of talent management in (improving the implementation of the socialization of the talent management program). The researcher concluded that the results of the study above through the NVivo test on the data found in the field showed the importance of socialization in improving the understanding of ASN in the implementation of talent management, in accordance with the theory raised by

(Capelli, 2018) which states that the process carried out by the company to meet and anticipate the need for superior human resources, with a focus on utilizing employee talent to achieve the company's strategic goals, meaning This involves workforce planning, succession planning, employee development, and retaining high-potential employees.

Efforts that influence the implementation of talent management in the Ministry of Home Affairs environment, especially in the Ministry of Home Affairs BSKDN, are solutions in the process of implementing talent management in the Ministry of Home Affairs environment in producing ASN that are in accordance with the capacity in carrying out their work in supporting organizational performance, from the results of the field interview method faced by work units within the Ministry of Home Affairs in the analysis of the implementation of talent management in BSKDN and the Ministry of Home Affairs environment, which are processed using the NVivo 15 application, there are 8 interrelated efforts (relationship), namely: (1) availability of MT competency profiles; (2) implementation of ASN competency development programs; (3) transparency and accountability; (4) implementation of a performance assessment system; (5) reward and incentive programs; (6) integrated information systems; (7) implementation of talent management (monev); (8) personnel bureau (socialization). The following is the answer to the results of the formulation of problem 3 in the form of project map data visualization as follows:

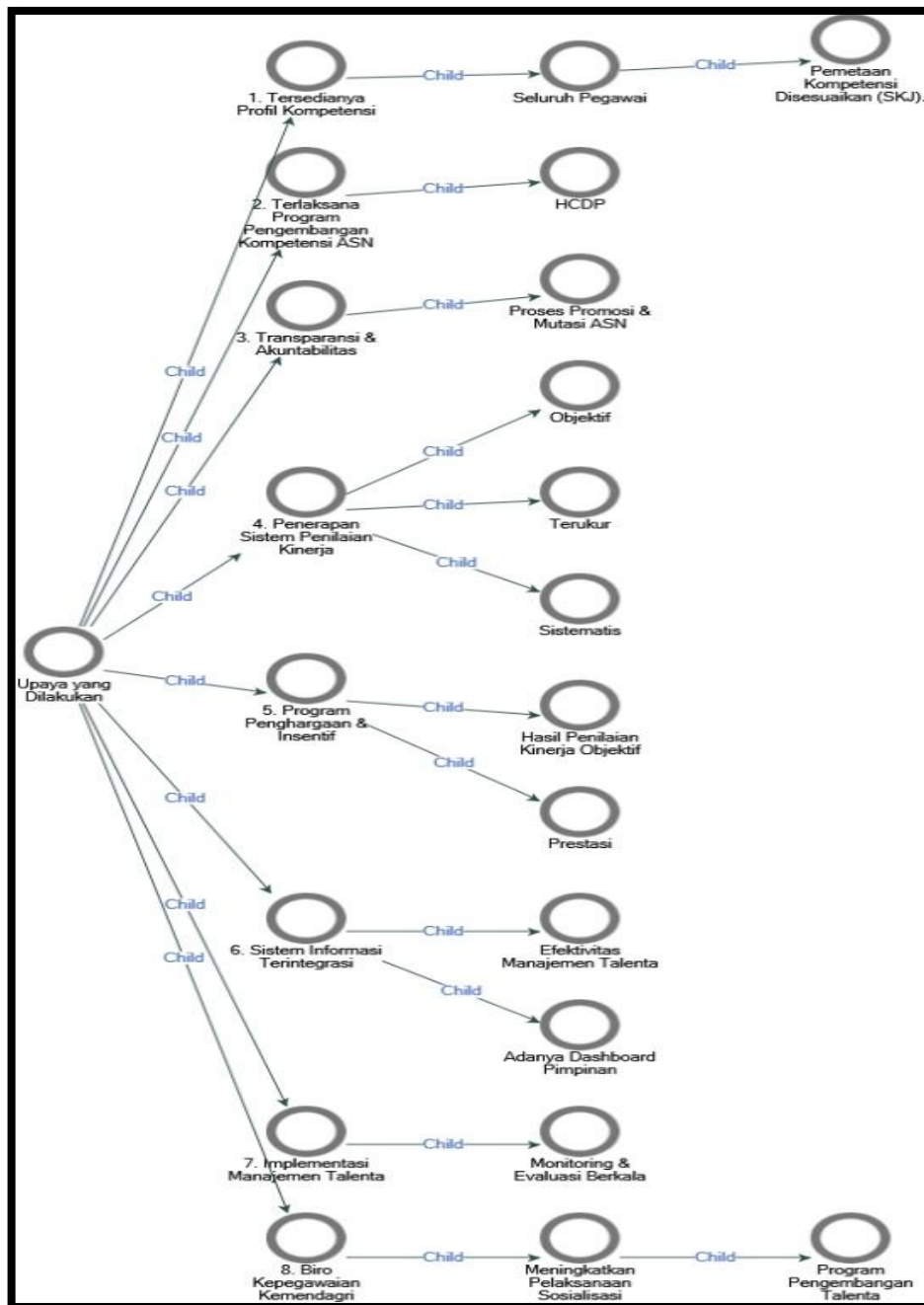


Figure 4.13 Map of analysis efforts in implementing talent management

Source: Processed by researchers with Nvivo 15, 2025

The project map results show that all problem formulations have a balanced number of arrow directions according to the discussion in the interview with all informants, which indicates that all problem formulations have been discussed by informants evenly and in balance. This is in accordance with the dominance of letters that are often repeated by informants in the interview document. The discussion related to the efforts put forward by each informant has been presented in the project map in Figure 4.13 above in general, while

the discussion related to each of these efforts will be presented in a simpler project map. The project map is very helpful in reading the results of the summary of interviews that have been conducted with 7 informants. The analysis will be displayed based on the dominance of letters from the results of the interview with each informant, which is presented in a flowchart. The coding results will show the direction of the arrow which is interpreted as the relationship or correlation between the informant and the problem formulation discussed.

The efforts in the analysis mechanism for the application of talent management within the scope of the Ministry of Home Affairs, especially at the BSKDN of the Ministry of Home Affairs, are as follows:

1. Availability of competency profiles;

Based on the findings of researchers based on the results of interviews regarding the availability of competency profiles of all employees within the Ministry of Home Affairs, it is not yet complete, because the talent management program in the Ministry of Home Affairs is still relatively new, implemented with the issuance of a decree regarding guidelines for implementing talent management itself in 2023, in addition, from the aspect of ASN itself, they must also be actively involved or aware of talent management itself, because the facts in the field are that ASN knowledge about talent management is still limited, therefore, apart from the duties of the personnel bureau or implementing unit related to personnel, self-awareness is still needed from ASN within the Ministry of Home Affairs because the talent management system has updated personnel data. With this profile, the Ministry of Home Affairs can ensure the placement of the right employees according to their respective competencies according to their educational background with the principle of "The Right Man On The Right Place" and adjust to the needs of the organization. It is hoped that these steps in the future the Ministry of Home Affairs can strengthen the implementation of competency-based talent management, while supporting the regeneration of sustainable and quality ASN human resources.

2. Implementation of ASN competency development programs;

Based on the results of the researcher's research in the field related to efforts to implement the ASN competency development program, although it has not been fully implemented, it is hoped that in the future it can be planned and structured, by referring to the Human Capital Development Plan (HCDP). This program must include the development of classical and non-classical competencies that are adjusted to the needs of the organization and employee development. With a clear annual plan, ASN competency development will be more focused and can improve the overall quality of employee performance, the mapping of which is also obtained from the results of employee mapping based on talent management;

The planned and structured ASN competency development program through HCDP is a strategic effort to build professional and adaptive human resources. With careful planning, various training methods, utilization of technology, and continuous evaluation, this program supports ASN talent management to be appropriate in supporting the organization's vision and mission and national development.

3. ASN transparency and accountability;

Based on the results of the above research interviews related to transparency and

accountability of ASN in the ASN promotion and mutation process, it is also an important aspect in accelerating the implementation of talent management. It is expected that all employees have clear access to information regarding job vacancies and selection criteria, and can participate in the promotion or mutation process openly and competitively, based on their achievements and competencies. This will create a fairer organizational culture and encourage employees to continue to excel. Transparency and accountability in ASN talent management are the keys to creating a professional and integrated bureaucracy. Through an integrated system such as I-Mut and strict supervision, the ASN talent management process becomes open, accountable, and free from political intervention and unethical practices, thus supporting the achievement of national development goals and quality public services.

4. Implementation of performance appraisal system;

The performance appraisal system in ASN talent management is a structured and scientific mechanism to identify and develop high-performing and high-potential employees. With the integration of performance, potential, and competency assessments, this system supports career management that objective and merit-based, so that the right ASN can be placed in strategic positions to support the effectiveness and sustainability of government. The implementation of an objective, measurable, and systematic performance appraisal system is also part of the expected conditions, every employee at the Ministry of Home Affairs must undergo a performance appraisal based on clear indicators that are relevant to their duties and responsibilities. This assessment process must be accompanied by a performance dialogue that allows employees and superiors to provide constructive input to each other, which will ultimately become the basis for career development and awarding;

5. Rewards and Incentives Program;

The reward and incentive program in ASN talent management is a strategic instrument to retain and motivate talented employees through fair recognition and appropriate incentives. This program is an integral part of talent retention efforts that support the success of ASN career management and the achievement of national development goals effectively and sustainably.

Awards and incentives given to employees with outstanding achievements in a structured and scheduled manner. These awards can be given based on objective performance assessment results, as well as extraordinary achievements that have a positive impact on the organization. With clear and measurable awards, employees will be more motivated to provide the best contribution to the progress of the organization;

6. Integrated Information System;

The integrated information system in ASN talent management is an information technology infrastructure that combines ASN qualification, competency, and performance data nationally and at agencies. This system is the backbone in implementing merit-based, transparent, and accountable talent management, and supports strategic decision-making in the development and placement of quality and high-potential human resources.

The use of an integrated information system to support the effectiveness of talent management is also no less important. With a management dashboard that provides real-time data related to HR management, decision-making related to employee placement, career

development, and performance assessment can be done more quickly, precisely, and based on accurate data. This system also allows for more efficient and centralized management of employee data, which supports better decision-making;

7. Implementation of Talent Management (Monev);

Based on the results of the study show that the implementation of talent management at the Ministry of Home Affairs is carried out quite comprehensively through the stages of acquisition, development, retention, placement, and evaluation of ASN talents integrated with a digital information system. This effort aims to ensure that potential and high-achieving ASN can occupy strategic positions in a timely manner, support the acceleration of national development and improve the quality of bureaucracy. Although there are still challenges, the Ministry of Home Affairs continues to strengthen the mechanism and capacity for implementing talent management as part of ongoing bureaucratic reform. This routine evaluation will ensure that all stages in the talent management process run according to plan and have a positive impact on organizational performance. With continuous evaluation, the Ministry of Home Affairs can make improvements and refinements in the talent management system, thereby improving the performance of ASN and the organization as a whole. With the right acceleration strategy, this ideal condition will lead the Ministry of Home Affairs towards a more transparent, efficient, and competency-based ASN management system, so that it can increase employee contributions to organizational progress.

8. Implementation of socialization related to talent management (Development);

Based on the results of the analysis of interview data using the feature, one of the features of the Nvivo15 software to display text visually is Word Frequency Query. This feature helps researchers display the frequency of interesting and informative words. Based on the search results with this feature, a collection of words that appear most often in the displayed data is obtained, through the search and query features, researchers can conduct in-depth analysis to identify relationships and patterns that emerge from data with predetermined coding.

Matrix coding query in research is always juxtaposed with analytical maps to clarify the relationships between the words of each participant. There is 1 matrix coding query in this study presented in one unit in the same conclusion drawing and providing efforts and strategies or solutions to problems or inhibiting factors in the implementation of talent management in BSKDN and Kemengri found in research in the field with factors supporting efforts in the implementation of talent management in BSKDN and Kemengri.

CONCLUSION

Based on the findings and discussion on how the results of the analysis of the implementation of talent management in BSKDN and the Ministry of Home Affairs are based on the findings and discussion on the analysis of the implementation of talent management in BSKDN and the Ministry of Home Affairs, it can be concluded that the implementation of talent management is still in the early stages, namely Talent Acquisition, so it has not been fully implemented. This process requires active involvement not only from the personnel bureau, but also all ASN and echelon I work units in charge of personnel, with the support

of proactive and critical ASN because talent management data must be continuously updated. However, the socialization of the policy has not been comprehensive so that employee understanding is limited, and monitoring and evaluation are not optimal. The main inhibiting factors include the absence of clear determination of the role and position of internal stakeholders, ineffective coordination, minimal understanding of personnel development officials, the absence of structured evaluation guidelines, and limited budget, implementing personnel, HR assessors, and facilities and infrastructure. To support the implementation of talent management, the Ministry of Home Affairs has provided competency profiles for all employees and implemented a planned ASN competency development program based on the Human Capital Development Plan (HCDP), implementing transparency and accountability in promotions and transfers, an objective performance appraisal system, and reward and incentive programs. The use of an integrated information system and periodic monitoring and evaluation are also being pursued, while the socialization of talent management needs to be continuously improved so that the implementation of the program can run optimally. It is recommended that further research use more in-depth and specific theories in analyzing talent management implementation variables, such as the Talent Management Life Cycle theory, Career Development Theory, and competency-based performance evaluation theory. This approach allows for a more holistic analysis of the stages of talent acquisition, development, retention, and placement, as well as a systematic and sustainable evaluation of the success of talent management programs.

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